

GODDARD SPACE FLIGHT CENTER



Model Center EEO Plan

FY 2015 - 2017

(EEOC MD-715)

**Prepared by:
Equal Opportunity Programs Office**

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INTRODUCTION

In 2003, the U.S. Equal Employment Opportunity Commission (EEOC) issued Management Directive (MD) 715, requiring Federal Agencies to develop and implement annual “Model EEO Agency Plans” to advance equal employment opportunity (EEO) in the workplace. NASA’s Office of Diversity and Equal Opportunity (ODEO) leads the effort to evaluate NASA’s management infrastructure, including policies, procedures, and practices, to identify challenges to EEO, and to develop actions to address them. Success in completing these important actions will be achieved through a collaborative effort between ODEO and senior management across the Agency, all working together to make NASA a model EEO Agency.

This year, ODEO has shifted to a new approach to streamline the Model EEO Agency Plan (the Plan). The purpose of this new approach is twofold: 1) to focus attention and actions on a limited number of high-priority challenges; and 2) to define the over-arching Agency challenges and strategies, but leave it to the Centers to define the tactical actions they will use to address the challenges. In other words, it is intended that the Agency Plan will broadly state challenges and strategies and Centers will decide how to best operationalize the strategies to meet the objectives. This is a departure from the past, when ODEO identified a number of detailed actions for all Centers to implement.

Goddard Space Flight Center (GSFC) was tasked to develop and implement a Center plan that aligns with the overarching objectives and strategies of the Agency Plan. In the process of developing the GSFC Plan, several activities were conducted to obtain and analyze data to determine the Center’s EEO needs. In October 2014, we stood up a team comprised of 23 employees from the Directorates and Advisory Committees, and established the following four sub-teams:

Sub-Team #1: Minority Representation in Senior Level Positions

Sub-Team #2: Women’s Mobility

Sub-Team #3: Participation of Individuals with Disabilities

Sub-Team #4: Performance Ratings

The following GSFC Plan identifies accomplishment for FY 2014 and identifies challenges and strategies for FY 2015-17. The strategies are built around three of the six essential elements of a Model EEO Agency Plan as defined by the EEOC and includes actions, measurements, lead offices, and implementation timeframes for each strategy:

- 1) Demonstrated Leadership Commitment
- 2) Proactive Prevention of Discriminatory Actions
- 3) Management and Program Accountability

EEOC FORM 715-01 PARTS A - D		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
For period covering October 1, <u>2013</u>, to September 30, <u>2014</u>.					
PART A Department or Agency Identifying Information	1. Agency		1. NASA		
	1.a. 2 nd level reporting component		1.a. Goddard Space Flight Center		
	2. Address		2. 8800 Greenbelt Road		
	3. City, State, Zip Code		3. Greenbelt, MD 20771		
	4. CPDF Code	5. FIPS code(s)	4. NN51	5. 23-033, 24-031, 24-037, 24-033, 51-001	
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees				1. 3240
	2. Enter total number of temporary employees (includes co-ops students)				2. 34
	3. Enter total number employees paid from non-appropriated funds				3. 32
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]				4. 3306
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Charles F. Bolden, Jr., Administrator		
	2.Center Official/Agency Head Designee		2. Christopher J. Scolese, Director		
	3. Principal EEO Director/Official Title/series/grade		3. Veronica R. Hill, Chief, Equal Opportunity Programs Office/GS-0260-15		
	4. Title VII Affirmative EEO Program Official		4. Tamara Y. Jackson, EO Specialist		
	5. Section 501 Affirmative Action Program Official		5. Denna S. Lambert, EO Specialist		
	6. Complaint Processing Program Manager		6. Marian Carson, EO Specialist (Acting Complaints Manager)		
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)				CPDF and FIPS codes
	Greenbelt campus, Greenbelt, MD				
	Wallops Flight Facility, Wallops Island, VA				
	Independent Verification and Validation Facility (IV&V), Fairmont, WV				
	Goddard Institute for Space Studies (GISS), New York, NY				
	White Sands Complex (WSC), Las Cruces, NM				

EEOC FORM 715-01 PART F	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I,

Veronica R. Hill
Chief, Equal Opportunity Programs Office, GS-260-15

am the

Principal EEO Director/Official for

NASA Goddard Space Flight Center

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to eliminate identified barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Veronica R. Hill
Chief, Equal Opportunity Programs Office

Signature of Principal EEO Director/Official

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715

Date

Christopher J. Scolese
Director, Goddard Space Flight Center

Signature of Center Head or Center Head Designee

Date

PRIMARY OFFICES, ACTIONS, MEASUREMENTS AND TIMEFRAMES

1. DEMONSTRATED LEADERSHIP COMMITMENT

Challenge: GSFC leadership demonstrates its commitment to EEO by affirming EEO policies, communicating EEO messages, and modeling EEO in personnel actions.

Strategy 1.1: GSFC senior leadership conveys the importance of equal employment opportunity through Agency policy, messaging and behaviors reflective of EEO principles.	Lead Offices/Officials: Center Director, Deputy Director, EOPO, Managers and Supervisors
Actions and Measurements	Timeframe for Implementation
a) The Center Director adapts Agency EEO and Anti-Harassments Policy Statements and issues them.	Q3, 2015 Annually
b) EOPO issues and implements the 2015-17 Model EEO Center Plan.	Q3, 2015 Annually
c) EOPO revitalizes Equal Opportunity Council.	Quarterly, 2015 Ongoing

2. PROACTIVE PREVENTION OF DISCRIMINATORY ACTIONS

Challenge: GSFC will take actions to prevent EEO discrimination in hiring, promotions, leadership development and awards.

Strategy 2.1: Take steps to ensure equal opportunity in promotions, performance ratings and awards, and leadership development programs.	Lead Offices/Officials: OHCM, EOPO, D&I, and Legal
Actions and Measurements	Timeframe for Implementation
a) EOPO, D&I and OHCM develops a process to ensure Center-wide utilization of diverse hiring panels for positions GS-14 and above.	Q4, 2015 Ongoing
b) EOPO and OHCM jointly ensures consistent implementation of the performance management process across the Center. This action will include ongoing review of the Level 5 (Distinguished) ratings to analyze contributing factors impacting trends resulting in lower proportions of Distinguished ratings based on race (African Americans and Asians); disability; and age (over age 60) and the conduct of Center-wide EPCS roadshows to communicate process, data trends and tips to avoid rater errors and unconscious bias. <i>(See Appendix A for graphics illustrating data trends.)</i>	Q3, 2015 Ongoing
c) EOPO and OHCM continue to review participation patterns in Center sponsored training and developmental opportunities and develop strategies to eliminate barriers, when necessary.	Q4, 2015 Annually

Strategy 2.2: Conduct targeted outreach, recruitment and retention activities for underrepresented groups (minorities, women, and individuals with disabilities). <i>(See Appendix A for graphics illustrating data trends.)</i>	Lead Offices/Officials: OHCM, Education, EOPO, D&I, Managers and Supervisors, Advisory Committees and Deaf Community
Actions and Measurements	Timeframe for Implementation
a) EOPO, D&I, and Advisory Committees provide input to the OHCM Recruitment Manager to promote targeted recruitment and outreach activities for minorities, women,	Q3, 2015 Annually

and individuals with disabilities, for permanent employment, Pathways internships, and summer internships.	
b) OHCM explores developing in-house training in response to the increasing number of requests across the Center for women's leadership training.	Q2, 2016
c) EOPO engages the Women's Mobility Sub-team and the Women's Advisory Committee to further explore anecdotal data related to the existence of attitudinal barriers to women's mobility in leadership positions in the workforce, particularly in the engineering and science segments. This will be done via focus groups, surveys and other available data gathering mechanisms (i.e. EVS and D&I survey data, etc.).	Q4, 2015 Ongoing
d) EOPO engages the Minority Representation in Senior Level Positions (GS 14-15, SES and ST/SL) Sub-team to explore anecdotal data to collect and assess data related to the existence of barriers to the mobility of minorities in the workforce. This will be done via focus groups, surveys and other available data gathering mechanisms (i.e. EVS and D&I survey data, etc.).	Q4, 2015 Ongoing
e) EOPO conducts brown bag workshops to educate the workforce on the benefits and processes associated with disability disclosure and the availability of Center resources to support employees with disabilities.	Q1, 2016
f) EOPO partners with OHCM and the Deaf Community to retain contractors to develop and deliver cultural competency training in the disability arena, including Deaf Awareness Training, American Sign Language (ASL), and business writing for deaf individuals.	Q4, 2015
Strategy 2.3: Take steps to ensure that managers, supervisors and employees have access to EEO training and education that address relevant policies, practices and regulations.	Lead Offices/Officials: OHCM, EOPO and D&I

Actions and Measurements	Timeframe for Implementation
a) EOPO develops and provides EEO training to new and experienced managers and supervisors.	Q4, 2015 Annually
b) EOPO and D&I partners with OHCM to retain a contractor to develop and provide unconscious bias training to managers, supervisors, team leads, project managers, etc. and integrate topic into existing training forums (i.e. New Supervisor Training, Power & Privilege workshops, Diversity Dialogue Project, etc.). This action will include benchmarking GOOGLE's "Unconscious Bias@Work" initiative.	Q4, 2015 Ongoing

Strategy 2.4: Promote continual awareness of available resources, mechanisms and/or forums for employees to raise concerns related to discrimination, harassment and bullying without fear of retaliation.	Lead Offices/Officials: EOPO, D&I, Ombudsman, Anti-Harassment Program Manager, Employee Assistance Program Manager, ADR Program Manager, OHCM, Managers and Supervisors
Actions and Measurements	Timeframe for Implementation
a) GSFC Employee Resource Forums coordinate brown bag workshops to educate employees on resources available via the various forums (EOPO, ADR, Ombudsman, Anti-Harassment Program, the Employee Assistance Program, and Employee Relations).	Q1, 2016 Annually

3. MANAGEMENT AND PROGRAM ACCOUNTABILITY

Challenge: GSFC managers and supervisors will be held accountable for advancing EEO.

Strategy 3.1: Rate managers and supervisors on EEO/D&I performance as part of their annual performance appraisals.	Lead Offices/Officials: EOPO, D&I, Managers
Actions and Measurements	Timeframe for Implementation
a) EEO/D&I performance is included in performance plans and appraisals of all supervisors and managers, including SES and non-SES supervisors.	Already in place Ongoing
b) EOPO/D&I reviews a sampling of supervisory narratives supporting Distinguished (Level 5) ratings.	Q4, 2015 Annually
c) EOPO/D&I conducts benchmarking efforts with federal and private sectors to assess best practices with respect to measuring/assessing EEO and D&I principles and values and make recommendations to Center leadership.	Q2, 2016 Ongoing

Strategy 3.2 Explore opportunities to increase accountability of GSFC contractors to increase and retain demographic diversity in the workforce that they provide to support the Center.	Lead Offices/Officials: EOPO, D&I, Procurement, Office of Chief Counsel
Actions and Measurements	Timeframe for Implementation
a) EOPO and D&I partners with Procurement to identify actions to address this strategy and make recommendations to Center leadership.	Q1, 2016 Ongoing

GSFC'S EEO ACCOMPLISHMENTS FOR FY 2014

1. Demonstrated Leadership Commitment

Allocation of Additional Resources to EOPO: Center management approved EOPO to retain a civil servant sign language interpreter and contractor statistician to facilitate the enhanced provision of EEO resources to the workforce.

WFF MD-715 and D&I Efforts: In addition to the EEO and D&I programs provided on the Greenbelt campus, the Center supported targeted MD-715 and D&I efforts at WFF, given the unique cultural challenges associated with its remote geographic location. These efforts included the establishment of a MD-715 Team and a WFF D&I Committee, which were responsible for conducting analysis of the WFF work environment and developing strategic approaches to identify challenges to equal opportunity and D&I, as well as developing opportunities for improvement.

Centralized Reasonable Accommodations Funding: The Center continues to centralize reasonable accommodations funding in EOPO, which allows managers and supervisors to freely engage with employees in the Agency's reasonable accommodations process without considering the monetary aspects associated with securing accommodations. This practice continues to be a best practice across the NASA Centers.

Assistive Technology (AT) Demonstration Lab: The Center launched the Assistive Technology (AT) Demonstration Lab under the leadership of the EOPO and the Information Technology and Communications Directorate. This lab is an interactive exhibit of cutting-edge assistive technology devices that is intended to assist employees with disabilities and their supervisors in the decision-making and selection of assistive technology ("try before you buy") that may benefit them. This lab ensures that the Center continues to cultivate an accessible and inclusive work environment and represents a first across the NASA Centers.

2. Proactive Prevention of Discriminatory Actions

Anti-Harassment Training: The Center's Anti-Harassment Program (AHP) Team developed and delivered GSFC-specific training to 173 managers, supervisors and influence leaders. This training was designed to: educate participants on the AHP process and the correct steps to take if harassment and/or bullying occurs in their presence or is brought to their attention; provide practical understanding of how harassment and bullying incidents arise in the workplace; and educate them on the common psychological dynamics that can potentially arise in the workplace after incidents and investigations of harassment and/or bullying, and how to respond appropriately. The methodology included an interactive scenario played by professional actors that allowed participants to get a better sense of what harassment looks like and an opportunity to engage in real-time discussion with their peers and subject matter experts.

Diversity/EEO Training: The Center piloted a Power & Privilege (P&P) workshop focused on generations to approximately 45 employees, which included Directorate representatives, Advisory Committee members and D&I Committee. This workshop was designed to: discuss the distinct characteristics, values, and attitudes toward work, based on the life experiences of the four generations that are currently in the workforce; share tools to successfully integrate these diverse generations into the workplace; and create a culture that actively demonstrates respect and inclusion for a multi-generational work force.

Additionally, we continued to provide P&P workshops on race to a total of 520 employees (300 supervisors and 220 employees); and workshops on disability to a total of 360 employees (240 supervisors and 120 employees).

Mediation Training for EEO Counselors: EOPO initiated strategic efforts to enhance the skills of the Center's five EEO counselors (part-time and collateral duty) in mediation to enhance their skills in proactively managing workplace conflicts that are raised in the EEO forum.

3. Management and Program Accountability

EPCS Roadshows: EOPO, OHCM and the Office of Chief Counsel developed and provided a roadshows to discuss EPCS data trends related to race, age and disability with managers and supervisors in every Directorate. These roadshows included a presentation of data trends, common rater errors, and discussion based on Q&A related to the implementation of the EPCS. These meetings resulted in invaluable discussion regarding the implementation of the EPCS across the Center and the various factors that may play into the assignment of an employee's rating. The data gathered in this forum will greatly assist the Center's current MD-715 efforts to conduct a root cause analysis of the identified challenges in the performance management arena.

This team delivered a total of seventeen 90-minute briefings to every Directorate and to every Division within the largest Directorate (Engineering Directorate/Code 500).

Behind the Badge Campaign: The Center developed and implemented the "Behind the Badge" campaign, which is designed to ensure that contractors and visitors were made aware of the Center's behavioral expectations in various arenas, including EEO and D&I, while on GSFC premises.

4. Integration of EEO into the Center's Strategic Mission

EOPO and Diversity & Inclusion are included in Center's strategic deliberations and planning: The EOPO Chief and Special Assistant for Diversity and Inclusion serve as members of the GSFC Senior Management Team and are included in Center deliberations and strategic planning discussions. For example, they participate as members of the Human Capital Steering Committee and the Center's review process for leadership and development programs, selections for Center and Agency level performance awards, and student internship opportunities.

5. Efficiency of EEO Operations

Reasonable Accommodations Working Group (RAWG): EOPO continued the best practice of working with a Reasonable Accommodations Working Group (RAWG) to address reasonable accommodation cases and disability matters. This group is comprised of representatives from Employee and Labor Relations in OHCM, the Office of Chief Counsel, and the Center's Medical Director. The RAWG collectively shared information regarding actions and approaches used in reasonable accommodations cases, as well as in employee relations cases involving employees with disabilities. Additionally, this group identified any disability-related trends that indicated the need for action or policy change at the Center level.

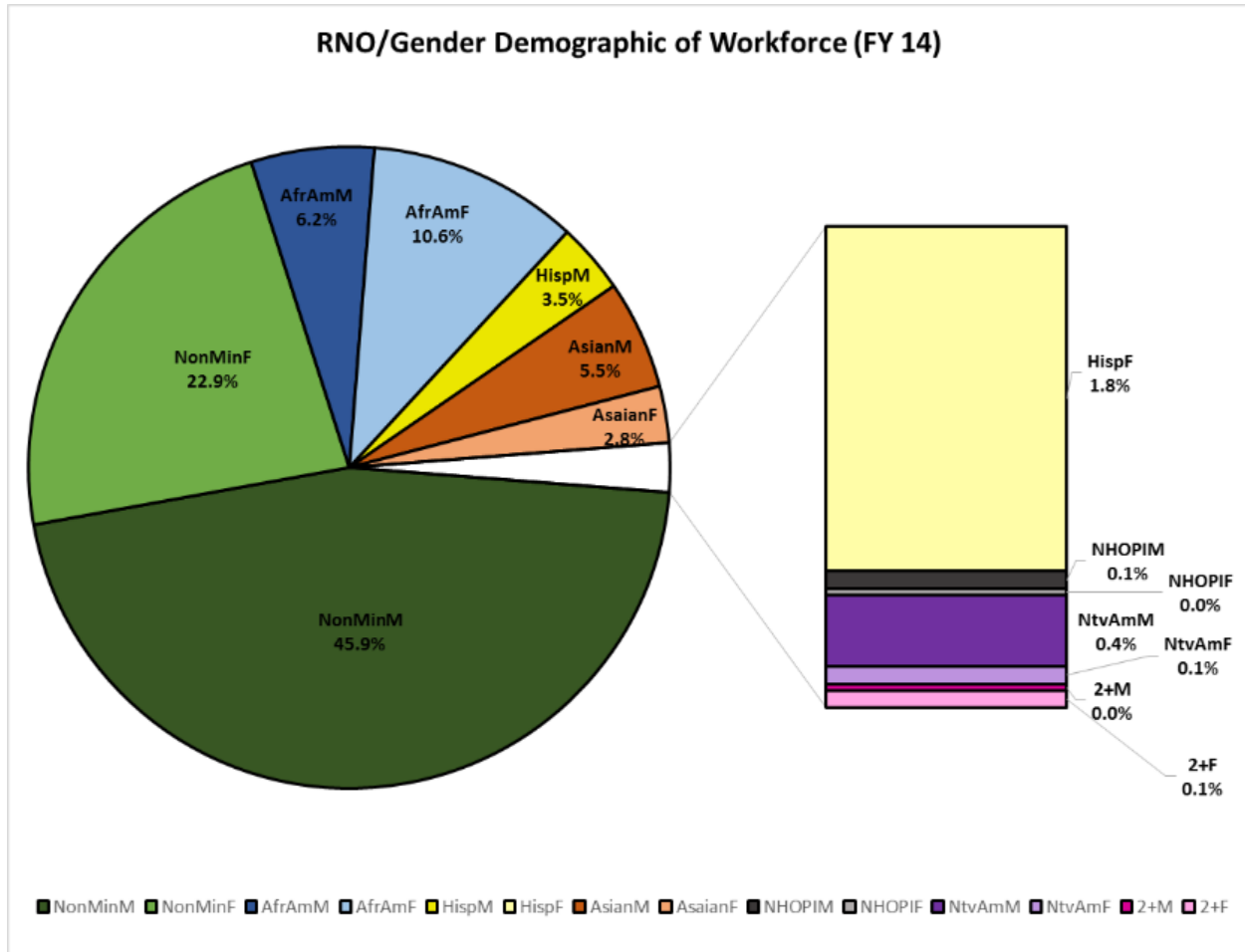
6. Responsiveness and Legal Compliance

EOPO Coordination to Ensure Compliance: The EOPO Chief routinely coordinated with Center leadership, the Office of Chief Counsel, OHCM, Education, and other senior management officials, as necessary and appropriate, to ensure that the Center was in compliance with relevant statutes, regulations, and policy guidance.

APPENDIX A

Workforce Analysis

(Data as of September 2, 2014 unless otherwise indicated)



Minorities account for just over 31% of the Center's workforce. African Americans constitute the Center's largest minority group, followed by Asians and Hispanics, respectively.

2010 Civilian Labor Force Benchmarks

Below, red arrows indicate areas in which participation levels fall below the 2010 Civilian Labor Force benchmarks. In general, the Center uses the national Civilian Labor Force (CLF) as its primary external benchmark for comparing the racial, ethnic and gender composition of its workforce.

GSFC WORKFORCE (as of end of FY 2014)					RACE/ETHNICITY							
					Hispanic or Latino				Non- Hispanic or Latino			
									Non-minority		Black or African American	Asian
		All	male	female	Hisp M	Hisp F	NonMin M	NonMin F	AfrAm M	AfrAm F	Asian M	Asaian F
Current FY	#	3274	2018	1256	116	58	1503	750	203	348	180	93
	%	100%	61.64%	38.36%	3.54%	1.77%	45.91%	22.91%	6.20%	10.63%	5.50%	2.84%
CLF 2010	%	100%	51.84%	48.16%	5.17%	4.79%	38.33%	34.03%	5.49%	6.53%	1.97%	1.93%

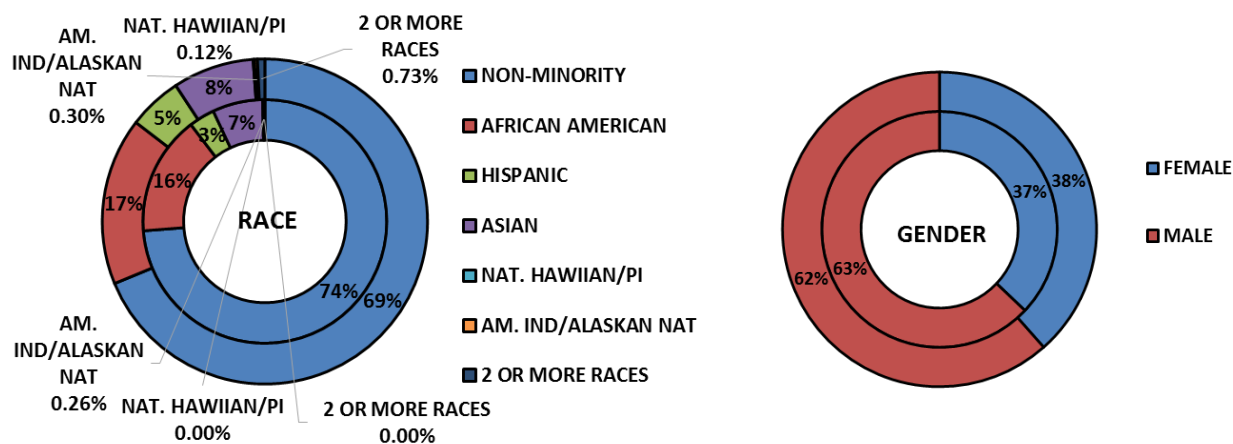


GSFC WORKFORCE (as of end of FY 2014)					RACE/ETHNICITY					
					Non- Hispanic or Latino					
					Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	NHOPI M	NHOPI F	NtvAm M	NtvAm F	2+ M	2+ F
Current FY	#	3274	2018	1256	3	1	12	3	1	3
	%	100%	61.64%	38.36%	0.09%	0.03%	0.37%	0.09%	0.03%	0.09%
CLF 2010	%	100%	51.84%	48.16%	0.07%	0.07%	0.55%	0.53%	0.26%	0.28%

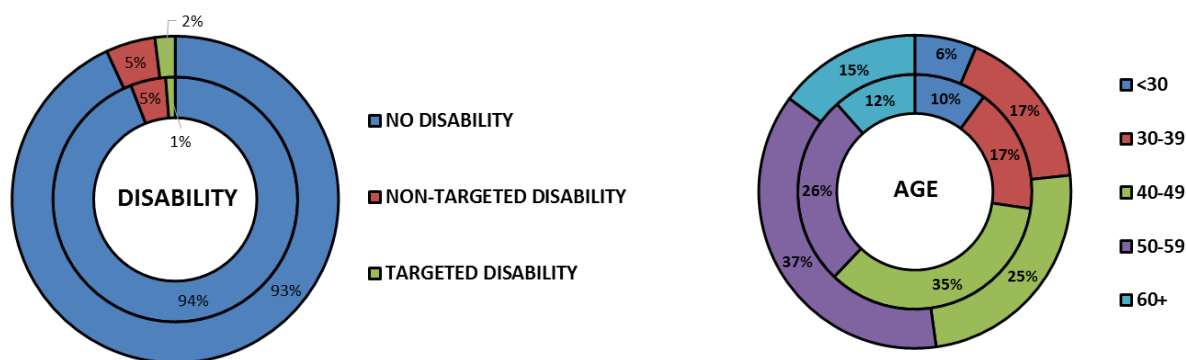


Goddard Workforce, Now (FY 2014) and Then (FY 2004)

(Inner circle represents 2004. Outer circle represents 2014.)

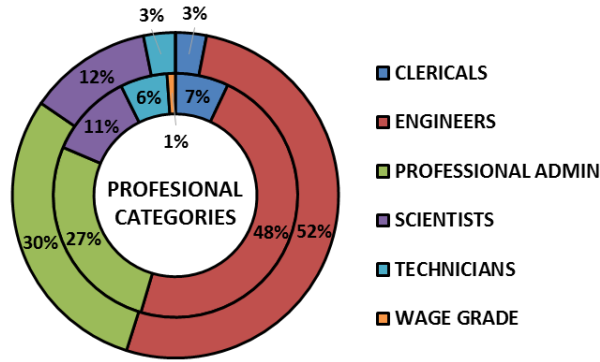


Minority participation increased by 5% over the past 10 years. Female participation increased by 1% over the past 10 years.



The Center continues to meet the 2% federal goal regarding the participation of individuals with targeted disabilities, as well as the end of FY 2015 goal of 7% participation of individuals with disabilities, in general.

Over half of the current workforce is age 50+, up from 38% ten years ago, while the workforce under age 30 has shrunk in size.

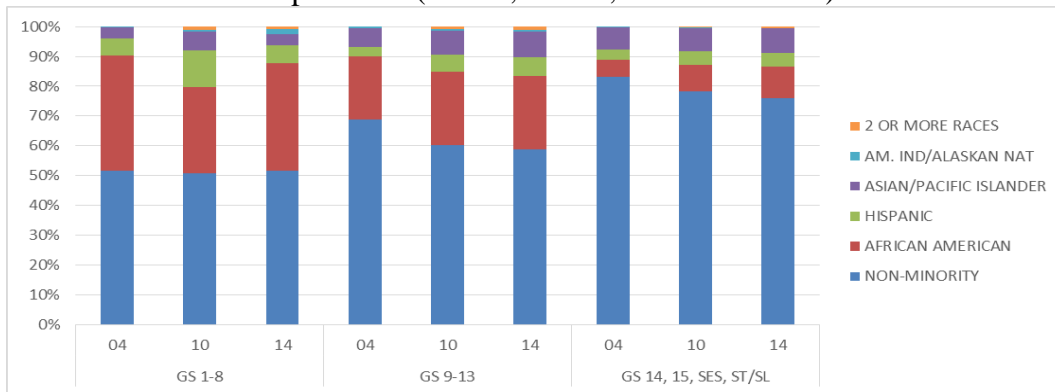


Over the past ten years, the Center's Scientist, Engineer, and Professional Administration groups grew slightly, while the Clerical and Technician groups shrank in size. There were no Wage Grade employees as of the end of FY 2014.

Workforce by Race/National Origin and Grade Grouping, over time (fiscal year)

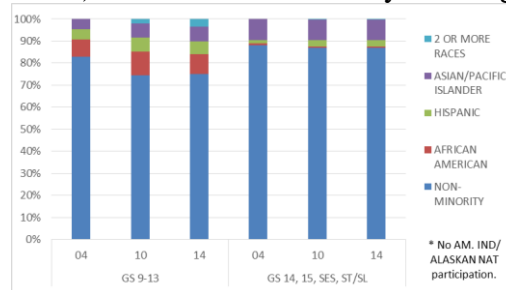
Entire workforce

Minority participation increases in lower grades, and decreases in senior level positions (GS-14, GS-15, SES and ST/SL). Participation of African Americans increases in mid-level and senior level positions (GS-14, GS-15, SES and ST/SL).



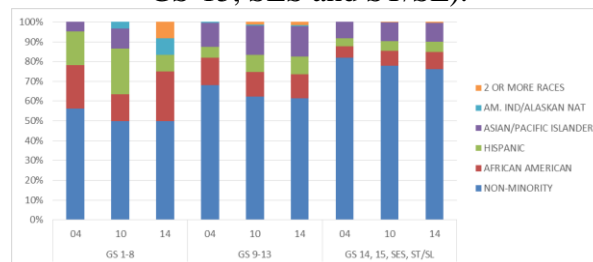
Mission-critical Scientists

Scientists are comprised primarily of non-minorities, with no participation of Native Hawaiian/Pacific Islanders or Native Americans. Minority participation in senior level positions (GS-14, GS-15, SES and ST/SL) has remained relatively unchanged over the past ten years.¹



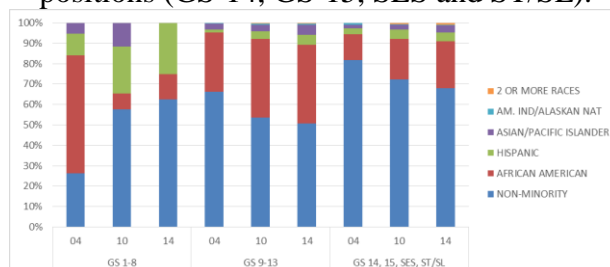
Mission-critical Engineers

Minority participation increases in lower grades, and decreases in senior level positions (GS-14, GS-15, SES and ST/SL).



Mission-critical Professional Administration

Higher proportions of African Americans in Professional Administration, compared to Science and Engineering. Participation of African Americans increases in mid-level and senior level positions (GS-14, GS-15, SES and ST/SL).

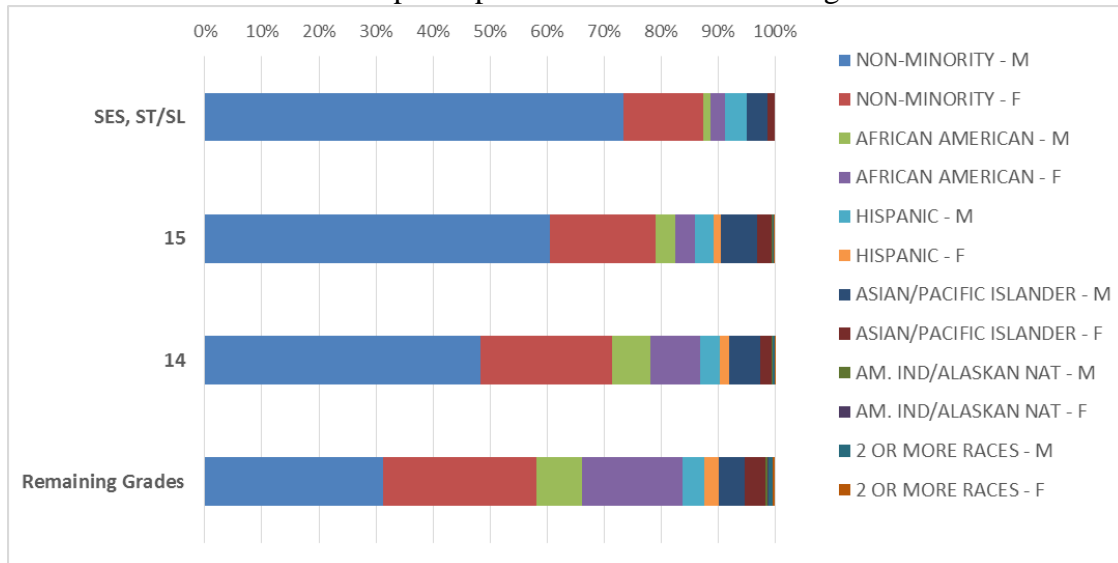


¹ We acknowledge that Mission-critical Science draws from a much smaller pool of qualified minority candidates, relatively speaking, than are available in other occupational groups and that the Center makes focused efforts to enhance the size of the pool to address this issue.

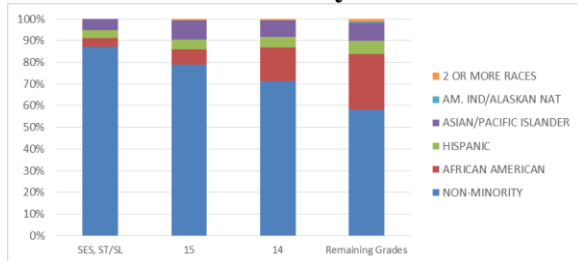
Participation in Senior Level Positions (GS 14, GS 15, SES and ST/SL)

Senior Level Positions, by Race/National Origin and Gender

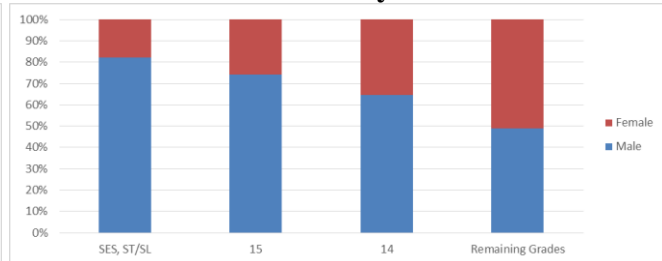
Inconsistent participation of minorities across grade.



Senior Level Positions by Race



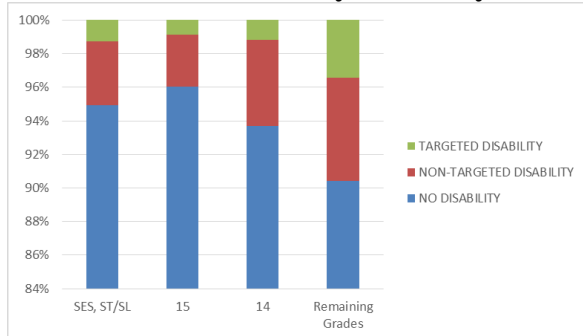
Senior Level Positions by Gender



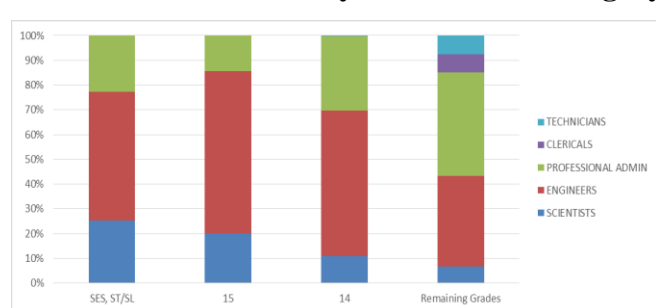
Minority participation decreases as seniority increases.

Female participation decreases as seniority increases.

Senior Level Positions by Disability

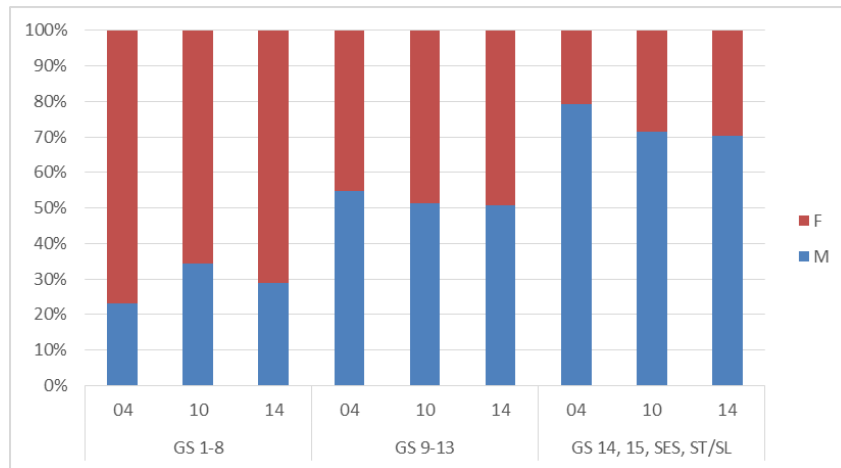


Senior Level Positions by Professional Category

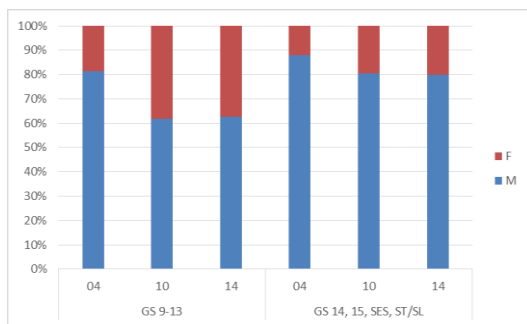


Although participation of individuals with disabilities decreases at higher GS levels, participation levels at the SES/ST/SL level exceeds that at the GS-15 level.

Participation of Women by Grade Grouping, over time (fiscal year)

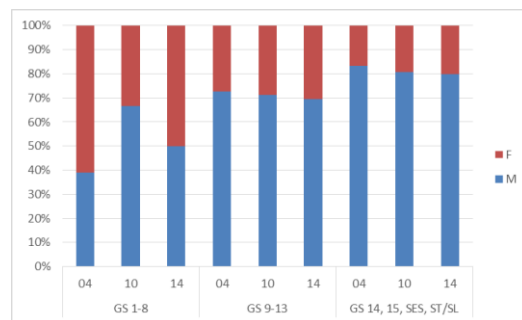


Participation of women within grade groupings has been steady over time, but gender proportions are not consistent across grade groupings or across professional categories



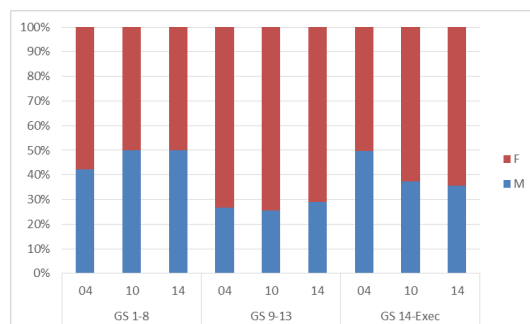
Participation of Female Scientists

Proportions of female scientists increased between 2004 and 2010, but have remained relatively unchanged since.



Participation of Female Engineers

Proportions of female engineers increased slightly at middle and senior levels. At lower grade levels, they increased between 2010 and 2014.

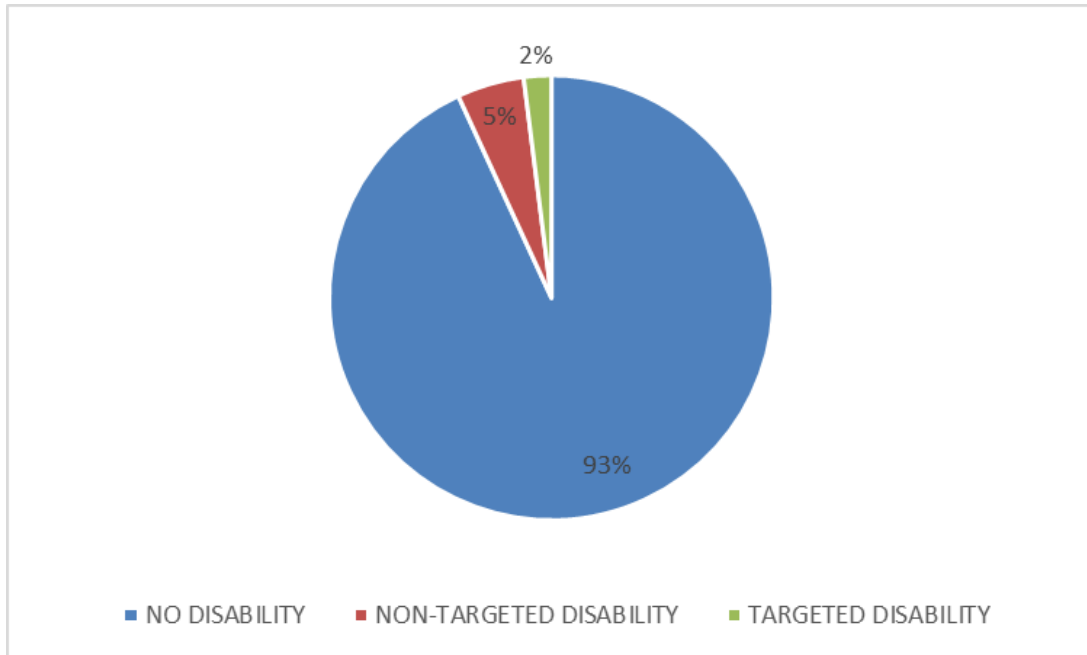


Participation of Female Professional Administration

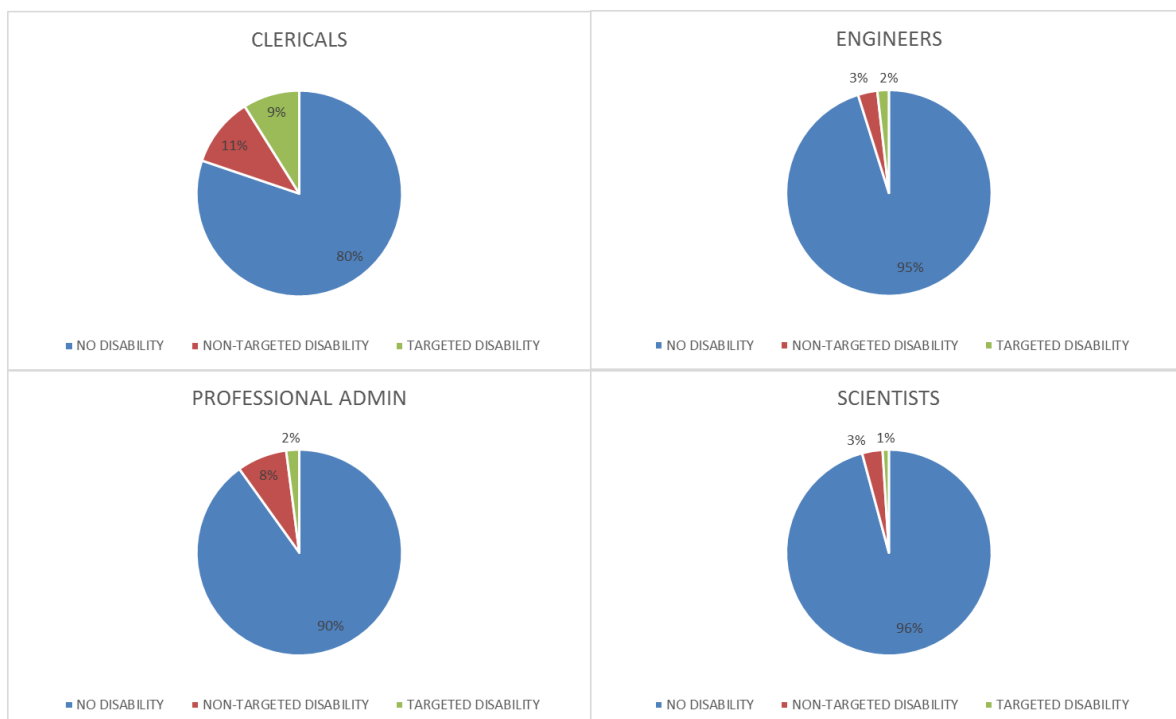
Proportions of women in Professional Administration are much larger than in Science or Engineering. Also, women participate in the largest proportions in mid-grade positions, more than in lower level or senior level positions.

Participation of Individuals with Disabilities

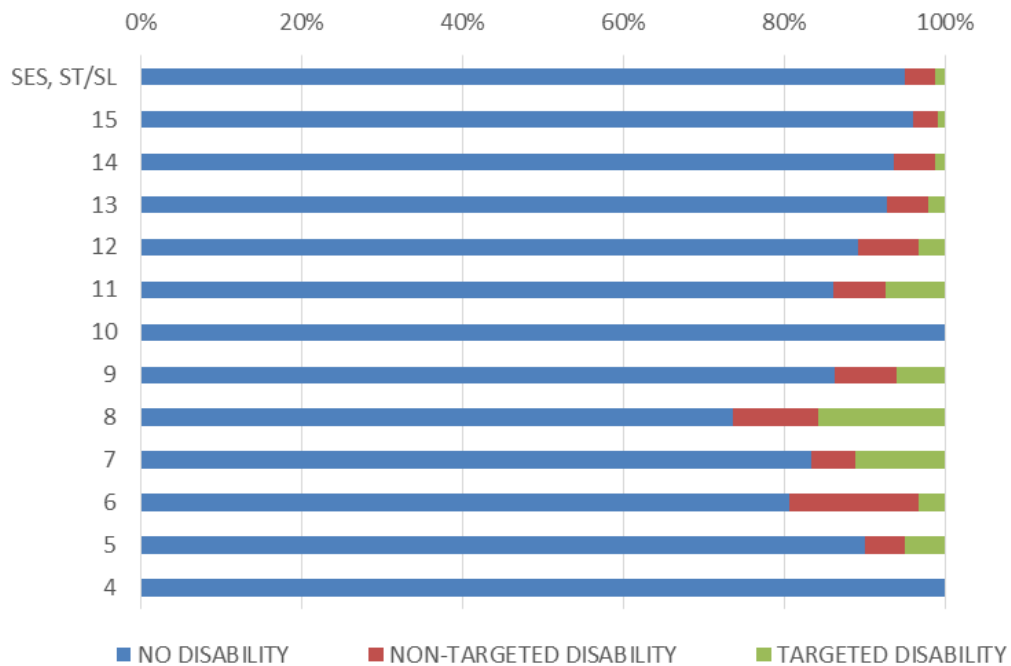
The Center meets the goal of 2% of the workforce with individuals with targeted disabilities, as well as its 7% goal for individuals with disabilities.



The graphics below show the participation of individuals with disabilities is primarily concentrated in clerical and professional administration, as opposed to science and engineering.



The graphic below shows that the participation of individuals with disabilities is primarily concentrated in lower grades.



Distinguished Performance Ratings, 2008-2013

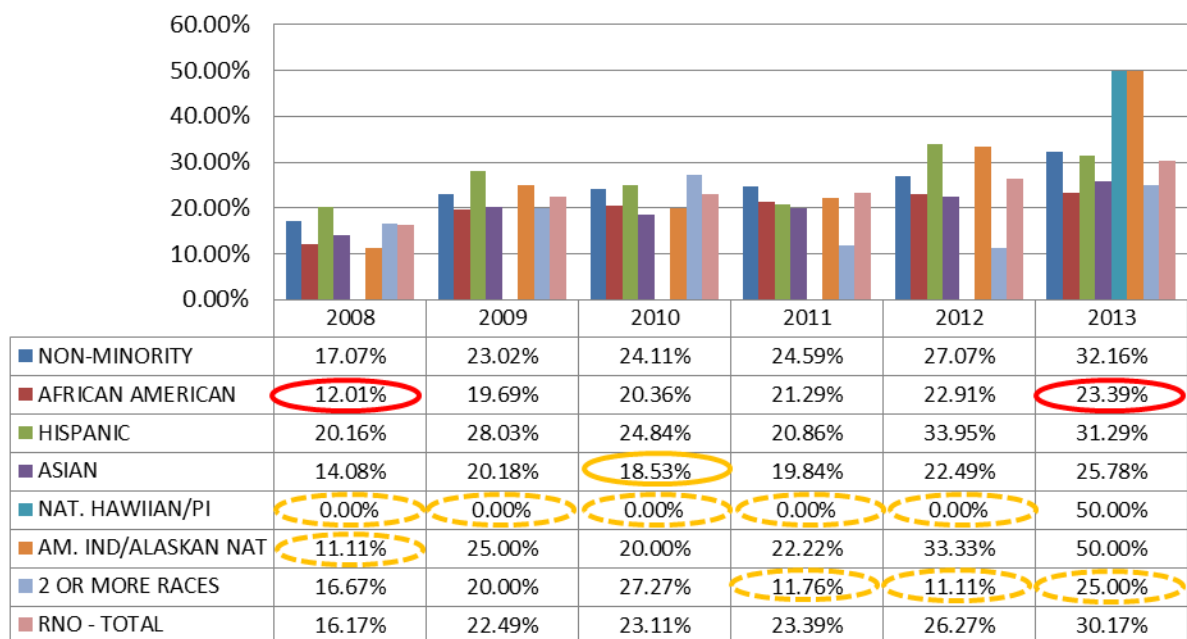
Analysis Rules

As a rule of thumb, there's a generally accepted "80% test" in the EEO arena used as a standard to compare the effect of an activity or process on a group relative to a reference/baseline group (ex., comparing Hispanics to non-minorities). Ratios less than 80% suggest areas that may warrant further attention.

In the graphics below,

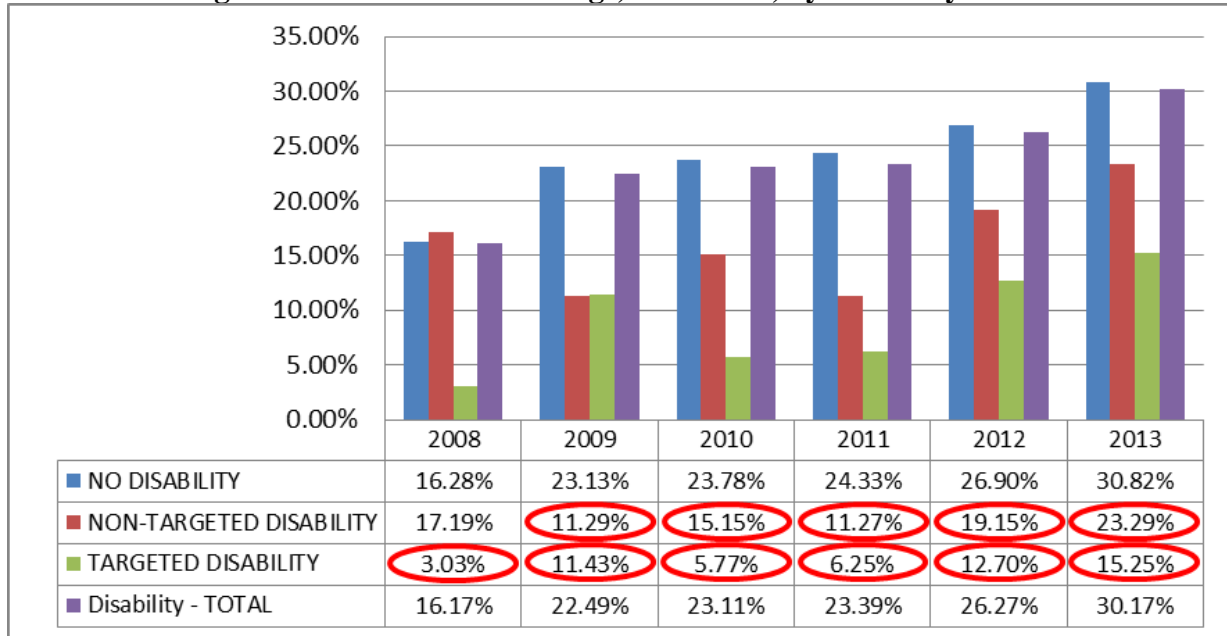
- Ratios of less than 80% are highlighted with yellow circles.
- To filter out "close calls" and unreliable statistical conclusions based on small population sizes, the 80% test was reapplied after adding 3 individuals to the group under consideration. Ratios less than 80% were highlighted with red circles.
- Small population sizes make statistical conclusions unreliable. They are highlighted with dotted circles, regardless of color.

Distinguished Performance Ratings, 2008-2013, by Race/National Origin



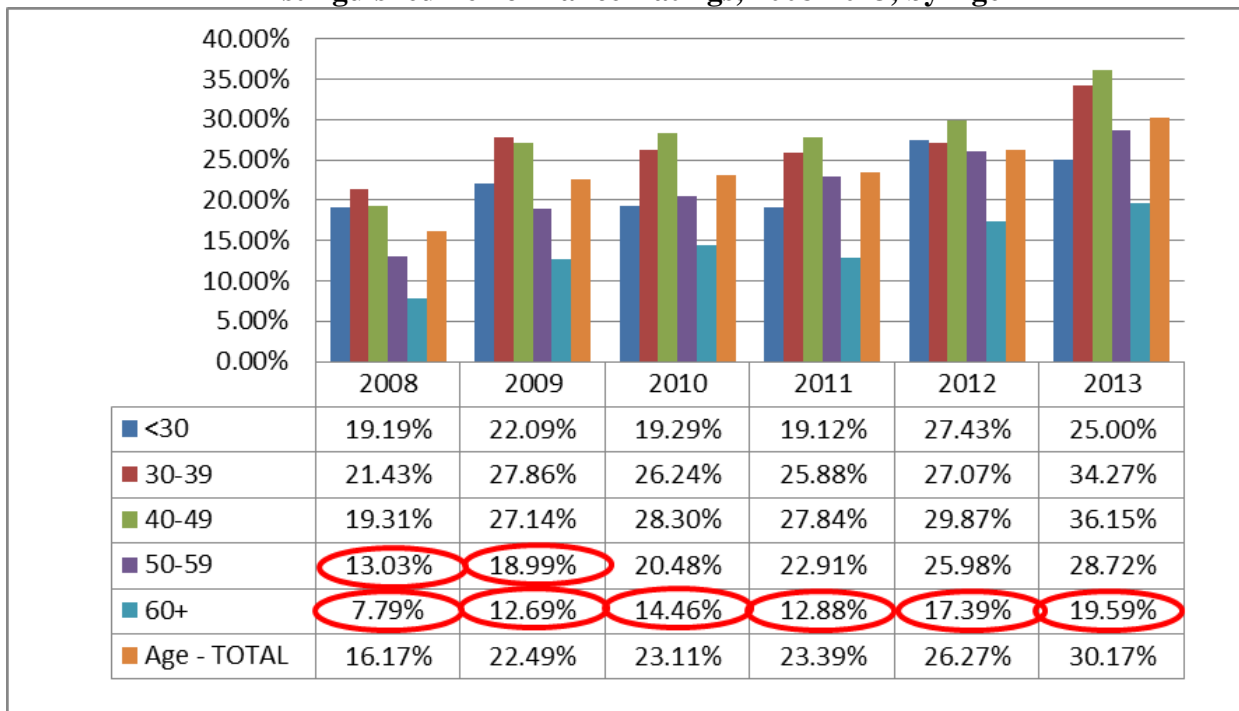
Consistent pattern of African Americans and Asians receiving lower proportions of Distinguished ratings in comparison to non-minorities. African Americans received less than 80% of the percentage of Distinguished ratings received by non-minorities in 2008 and 2013, while Asians received less than 80% in 2010.

Distinguished Performance Ratings, 2008-2013, by Disability Disclosure



Consistent pattern of Targeted Disability and Non-targeted Disability groups receiving lower proportions of Distinguished ratings than the group with No Disability.

Distinguished Performance Ratings, 2008-2013, by Age



Consistent pattern of age groups 40-49, 50-59, and 60+ receiving lower proportions of Distinguished ratings, in comparison to the composite group under age 40. The percentage of Distinguished ratings received by the age group 60+ was below 80% of the percentage for the composite group under age 40 throughout the period reviewed.

APPENDIX B

Wallops Flight Facility MD-715 Summary

I. BACKGROUND:

NASA's Wallops Flight Facility (WFF), located on Virginia's Eastern Shore, was established in 1945 by the National Advisory Committee for Aeronautics as a center for aeronautic research. Today, Wallops is NASA's principal facility for management and implementation of suborbital research programs.

As a result of its geographic location, the Facility has unique cultural challenges that warrant independent review and analyses from a MD 715 perspective. Therefore, this year, Center management supported the conduct of targeted MD 715 efforts at WFF. These efforts included the establishment of a Team that was led by the WFF EEO Manager and comprised of fifteen (15) employees from across the Facility. This Team was responsible for conducting an analysis of the WFF work environment to ensure that the Center created effective EEO programs for all WFF employees.

The results of this Team's efforts have been captured in the Action Plan (2015-17) below that highlights accomplishments during FY 2014 and themes that we intend to look into over the next few years.

II. ACCOMPLISHMENTS:

In FY 2014, WFF accomplished the following actions that evidence the essential element of "Demonstrated Leadership Commitment":

1. **WFF MD-715 Efforts** - This FY, Center management supported targeted MD 715 efforts at WFF given the unique cultural challenges associated with its geographic location. These efforts included the establishment of a Team that was led by the WFF EEO Manager and comprised of WFF senior leadership and fifteen (15) employees from across the Facility. This Team was responsible for conducting an analysis of the WFF work environment to ensure that there are no challenges to equal opportunity.
2. **WFF Diversity and Inclusion Committee (D&IC)** – This FY, the Center also developed a D&I Committee and developed a D&I plan to promote targeted diversity and inclusion efforts for the WFF work environment.

III. THEMES:

THEME #1: The WFF MD 715 team observed that the contractor workforce is a primary pipeline for our permanent WFF workforce, but it has limited demographic diversity. While this challenge is not limited to WFF, as it has been raised at the Agency and Center levels, the team will explore opportunities to increase accountability among WFF contractors for increasing and retaining demographic diversity in the workforce that they provide to support WFF.

Actions:

1. Promote awareness amongst the WFF MD 715 Team on the parameters of what the Center can/can't do to impact contractor performance in these areas.
 - a. EOPO, D&I & Procurement will brief the Team on existing efforts in this arena. (Timeframe: Q3, 2015)
 - b. Develop a plan to impact contractor performance in these areas based on shared parameters under Action #1. (Timeframe: Q4, 2015, Ongoing)
2. Establish plan to influence Agency's position on holding contractors accountable for increasing the demographic diversity of the workforce that they provide to support the Agency. (*Note: This action was invited by ODEO and based on the understanding that Robert Lightfoot/AA has already tasked Bill McNally/AA for Procurement to work on this action at the Agency level.*) (Timeframe: Q3, 2015)
3. Communication by the Center Director, WFF Director and WFF leadership to the WFF Contractor's Association on the importance of adhering to the Center's EEO policies and the expectation that the workforce be representative of all segments of society based on race, gender, age and disability. (Timeframe: Q4, 2015, Annually)
4. Development of a plan to routinely monitor the EEO-1 data of WFF contractors and hold them accountable for increased demographic diversity in the contractor workforce that is supplied to WFF. (Timeframe: Q4, 2015, Ongoing)

Measurements:

1. The appropriate measurement(s) will be developed once the team completes the actions above to identify the parameters and available tools to address this theme.

Responsible Organizations: Center and WFF leadership, WFF MD 715 Team, EOPO, D&I, Procurement, and Office of Chief Counsel.

THEME #2: WFF leadership demonstrates and advocates the importance of EEO and D&I through Center policies, messages/communications, personnel actions and behaviors reflective of EEO and D&I principles.

Actions:

1. Promote awareness amongst the WFF MD 715 Team on the existing Agency guidelines for measuring the supervisory competencies performance element as it relates to the EO and D&I performance standard. (Timeframe: Q3, 2015)
 - a. EOPO, D&I & OHCM will brief the Team on existing efforts in this arena.
2. Develop a process for the WFF EEO Specialist to review the ratings of the supervisory competencies performance element for all WFF supervisors receiving Level 5 ratings. *(Note: This process will replicate the process in use by the EEO and D&I organizations at Greenbelt, but will be solely focused on WFF.)* (Timeframe: Q3, 2015, Annually)
3. Establish plan to influence the Agency's design of the existing performance indicators that are used to assess supervisory performance in the D&I and EEO performance standard. (Timeframe: Q3, 2015)
4. Explore ways to highlight best practices in EEO/D&I in the WFF community. (Timeframe: Q3, 2015)
5. Development of a list of suggestions to ODEO to strengthen the existing performance management measurements that are used to assess supervisory performance in the D&I and EEO arenas. (Timeframe: Q3, 2015)

Measurements:

1. Implementation of a WFF process to annually review 100% of the supervisory competencies performance element narratives supporting Level 5 ratings.
2. Submission of a list of suggestions to ODEO to strengthen the existing performance indicators that are used to assess the supervisory competencies performance element in the D&I and EEO arenas.

Responsible Organizations: WFF leadership, WFF MD 715 Team, EOPO, D&I & OHCM.

THEME #3: WFF fosters a diverse and inclusive work environment that is free from discrimination, harassment, retaliation and bullying in compliance with EEO policies, procedures and regulations.

Actions:

1. Communicate and educate the WFF workforce continually on the tools, resources and programs that the Center and the Agency have available to address conflict management.
 - a. Explore the possibility of the Center developing a single website that identifies all of the available employee resources/programs. (Timeframe: Q3, 2015, Annually)
 - b. Explore the possibility of developing marketing materials (i.e. business card, brochure, etc.) that can be routinely updated and distributed. (Timeframe: Q3, 2015)
2. Identify opportunities to increase communication and awareness about the Center's policies regarding discrimination, harassment, retaliation and bullying.
 - a. EOPO website to be updated. (Timeframe: Q3, 2015, Ongoing)
 - b. EEO posters to be updated & posted across WFF. (Timeframe: Q4, 2015)
3. Ensure that employees who may be directly and/or indirectly negatively impacted by conduct in these areas are aware of the available resources to assist them, i.e., Employee Assistance Program as well as ADR, Ombudsman and the AHP Program. (Timeframe: Q1, 2016, Annually)
4. Identify ways to update the WFF community on conduct issues, while not violating the Privacy Act or other legal requirements. (Timeframe: Q4, 2015, Ongoing)
5. Educate the WFF workforce on the available safe mechanisms and/or forums for employees to raise concerns and/or suggestions without fear of retaliation, i.e. NASA hotline, OIG, etc. (Timeframe: Q4, 2015, Ongoing)

Measurements:

1. Observed cultivation of a work environment where employees feel safe to raise concerns and challenges as evidenced by survey responses (i.e., EVS, D&I survey, periodic workforce surveys).

Responsible Organizations: WFF leadership, managers, supervisors, WFF MD 715 Team, EOPO, D&I, Anti-Harassment Program Manager, Employee Assistance Program Manager, ADR Program Manager, & OHCM.

THEME #4: WFF fosters a demographically diverse and inclusive work environment.

Actions:

1. Gain clarity on the roles and responsibilities between OHCM and Wallops leadership re recruitment. (Timeframe: Q3, 2015)
2. Once Action #1 is completed, the following actions will occur: (Timeframe: Q4, 2015, Ongoing)
 - a. WFF leadership will establish a WFF Recruitment and Outreach Team and designate a Team Lead
 - b. The Team Lead will identify team members for the Team.
 - c. The Team Lead will develop an annual Strategic Implementation Plan for WFF based on workforce plan.
 - i. Identification by the WFF EEO Manager of current areas of underrepresentation at WFF.
 - ii. Include in the plan the development of relationships at key local institutions (i.e., UMES, etc.) and training workshops at these institutions to support federal government application preparation.
 - iii. Include in the plan targeted institutions that address areas of underrepresentation at WFF (i.e. HBCUs, AANPIs, MSIs, etc.).
3. Establish partnership with Office of Education to ensure that a broad recruitment net is cast for summer interns. (Timeframe: Q3, 2015, Ongoing)
 - a. Explore engaging the Agency's Minority Broker to strategically maximize the participation of minority students in internships at the WFF campus.
 - b. Annual briefings by the Office of Education to this Team after the close of the summer intern program to share demographic data related to the WFF pool of interns to identify accomplishments and gaps.
4. Establish partnership with OHCM Program Manager for the Pathways Interns. (Timeframe: Q2, 2015, Bi-annually)
 - a. Biannual briefings by the Program Manager and the WFF Recruitment and Outreach Team to communicate the status of these efforts and to solicit input.
5. Expand pool of available and trained cadre of recruiters for WFF. (Timeframe: Q4, 2015, Ongoing)
 - a. The Team Lead for the WFF Recruitment and Outreach Team will manage advertisement for recruiters via GOBBS.
 - b. Provide training for recruiters to properly participate in the recruitment process. This training should include the OHCM process, EEO principles, unconscious bias, etc.
6. Ensure consistent use of diverse interview panels for all WFF positions. (Timeframe: Q1, 2016)
 - a. Benchmark best practices across the Center and Facility in this area.
 - b. Develop a plan with OHCM to ensure that all Hiring Managers are aware of expectations in this area.

- c. Identify and recommend to WFF leadership any ideas to enhance efforts in this arena.

Measurements:

1. Recruitment roles and responsibilities are clarified.
2. Briefings occurred as indicated.
3. Identified mechanisms to monitor WFF separations by employees in protected classes and the general workforce, monitoring distinctly and in comparison to the Center separation rates.

Responsible Organizations: WFF leadership, WFF MD-715 Team, EOPO, D&I & OHCM.

THEME #5: WFF cultivates an inclusive and accessible environment for people with disabilities.

Actions:

1. Promote awareness amongst the WFF MD-715 Team on ongoing initiatives in the Disability Program arena. (Timeframe: Q3, 2015, Annually)
 - a. Briefing by the WFF EEO Program Manager to the Team on the status of WFF's goals for employees with disabilities and targeted disabilities.
 - b. Briefing by the WFF EEO Program Manager, the Disability Program Manager and the Code 700 POC to the Team on the Assistive Technology Lab.
 - c. Briefing by the Code 200 POC to the Team on the Center's long-term plan to address architectural barriers.
2. Promote awareness through the EOPO and OHCM to the WFF workforce on disability disclosure. (Timeframe: Q1, 2016, Annually)

Measurements:

1. Observe a more inclusive and accessible work environment as measured by positive response rates in surveys such as the EVS and D&I surveys.
2. Observe increased PWD and PWTD population in WFF workforce.
3. Observe decreased architectural barriers at Facility.

Responsible Organizations: WFF MD-715 Team, EOPO & OHCM

THEME # 6: WFF utilizes WFF-wide data to routinely monitor and measure progress and gaps throughout all human capital processes (i.e., recruitment, hiring, performance management, separations, etc.).

Actions: (Timeframe: Q3, 2015, Annually)

1. Continue to work with ODEO to obtain WFF data for annual MD 715 efforts.
2. Partner with EOPO and OHCM to explore ways to provide WFF data within parameters of existing workforce databases.
3. Continue to track and monitor Code 800 data.
4. Briefings by various organizations to this Team on the following identified areas of interest
 - a. EEO complaints data – EOPO
 - b. WFF separations data – OHCM

Measurements:

1. Ability to routinely review and monitor WFF-wide data trends across all human capital processes.
2. Ability to furnish requested data in a readable and comprehensible format within 30-60 days of the request.

Responsible Organizations: EOPO & OHCM



National Aeronautics and Space Administration Policy Statement on Equal Employment Opportunity

As we move forward with ever increasing momentum in our shared goal of exploring space, I reaffirm the Agency's commitment to equal opportunity in employment.

Equal opportunity in employment means opportunity not just for some but for all. NASA provides equal opportunity in Federal employment regardless of race, color, sex (including sexual harassment, sex stereotyping, pregnancy, and gender identity), national origin, religion, age, disability, genetic information (including family medical history), sexual orientation, or status as a parent.

Equal employment opportunity (EEO) covers all human capital and employment programs, management practices, and decisions including, but not limited to, recruitment, hiring, merit promotion, transfer, reassignments, training and career development, benefits, and separation. NASA supports employee exercise of rights under EEO law. Reprisal against individuals who engage in protected activity will not be tolerated. NASA supports the rights of employees to exercise all available rights under the civil rights statutes.

Preserving these rights in our workplace takes special care and vigilance. Our continued and vigorous adherence to these laws and a focus on the spirit as much as the letter of these laws are fundamental for our success. We must continue to be an organization that seeks the best minds and broadest experiences to ensure that every qualified person has an equal chance to compete and contribute.

NASA provides an environment that honors integrity, excellence, teamwork, fairness, and equity. We strive to exemplify in all of our decision making the principle that employees have the freedom to compete on a fair and level playing field. We will continue to provide a workplace that is free from all forms of illegal discrimination, including harassment and retaliation. Upon request and as appropriate, we will continue to provide reasonable accommodations to qualified individuals with disabilities. Above all, we must view our commitment to EEO as a matter of personal integrity and accountability.

I trust that we will all do our part in these efforts.


Charles F. Bolden, Jr.
Administrator

2/6/2015
Date



National Aeronautics and Space Administration Policy Statement on Anti-Harassment

NASA remains committed to providing a work environment free from harassment and to preventing harassing conduct as early as possible, before it can become pervasive or severe. Therefore, it is NASA policy to take immediate and appropriate action when the Agency is made aware of allegations of harassment or determines that harassing conduct has occurred.


Harassment is defined as any unwelcome verbal or physical conduct, based on an individual's race, color, gender, national origin, religion, age or disability, sexual orientation, status as a parent, or gender identity, which can reasonably be considered to adversely affect the work environment or an employment decision affecting the employee based upon the employee's acceptance or rejection of such conduct.


It is the responsibility of all employees to immediately report possible incidents of harassment to one of the following: management official or supervisor, the Center Anti-Harassment Coordinator, or any other official(s) as designated by the Center Director. Employees who make a good faith report of harassing conduct or who assist in any inquiry regarding such a report are protected from retaliation, which is not tolerated at NASA. Additionally, reports of harassment are confidential to the fullest extent possible without impeding an investigation into such allegations.

Upon receipt of such a report, the appropriate management official will investigate the allegations and will take appropriate corrective or disciplinary action, up to and including removal, to ensure that no further harassing conduct occurs. Management officials have a duty to carry out their responsibilities under this policy, and failure to do so can result in disciplinary action.

This policy is separate and apart from any collective bargaining agreement or statutory complaint process that also covers harassment, such as the EEO complaint process. To initiate the EEO complaint process, an employee must contact an EEO counselor within 45 days of the alleged harassment.

For further information about NASA policy on anti-harassment and for technical assistance, contact the Agency or Center Harassment Coordinator or the Associate Administrator for Diversity and Equal Opportunity.

 FEB 06 2015
Charles F. Bolden, Jr. Date
Administrator

 FEB 06 2015
Brenda R. Manuel Date
Associate Administrator for
Diversity and Equal Opportunity